

If you don't have "face time," your opportunity for further promotion is slim.

"You have to take the hard jobs," they say. I've seen more than enough fine NCOs who've done just that only to be passed over for promotion again and again. They took the hard jobs, they have clean records and high awards. Yet, they still wait year after year for someone on the board to recognize their potential.

If you really want a truly fair and equal opportunity promotion system for senior NCOs, here it is:

☐ All of the records the board reviews must be void of name, race, gender, SSN, religious preference, photo and the dates the soldier was stationed at each unit.

☐ What board members will have to review after all this is omitted are the hard-core facts of performance. Those whose job performance stands out above the others should be promoted before their peers.

☐ Promotions shouldn't be determined by board members who base their decision on whether they like the individual or not—whether the soldier is black, white, yellow or brown; whether they're male or female in some MOSes; whether or not they belong to special clubs.

Regardless of what the skeptics say, this proposed system would work. It would be fair and equal for all soldiers. To all those soldiers who believe and know that the promotion system needs improvement—continue to speak out.

*SFC Delbert Roger III
Ft. Knox, KY*

Reserve unit assignment the "greatest challenge...faced"

I'm an Active-duty soldier assigned to a Reserve unit and it's by far the greatest challenge I've ever faced in my 15 years of service, which includes time as a drill sergeant, instructor, platoon sergeant and first sergeant.

I'm in a Reserve unit in Chattanooga, TN. I've been told I shouldn't come in here trying to make changes, that Reserve units do things differently. Yet, I've seen so many violations of FM 20-21

and AR600-9 that it's made me wonder why I was sent here. Not that a lot of good things aren't happening within the Reserve Command. I will remain loyal to my unit just as I was to my Active unit.

However, there is little or no support and my rater, senior rater and reviewer are all part of this system. I must drive 100 miles to the nearest military installation for any service. I made three trips just to get a DA photo taken and I got no travel or any other allowance. There's no gym, post exchange or commissary.

I'm not complaining — merely making things known to my Army family. I may not win the war, but there are little battles I will attempt to win. And, I will never lower my standards for the sake of anyone, no matter the cost.

*SFC Jackie A. Horton
Training/Operation NCOIC,
Chattanooga, TN*

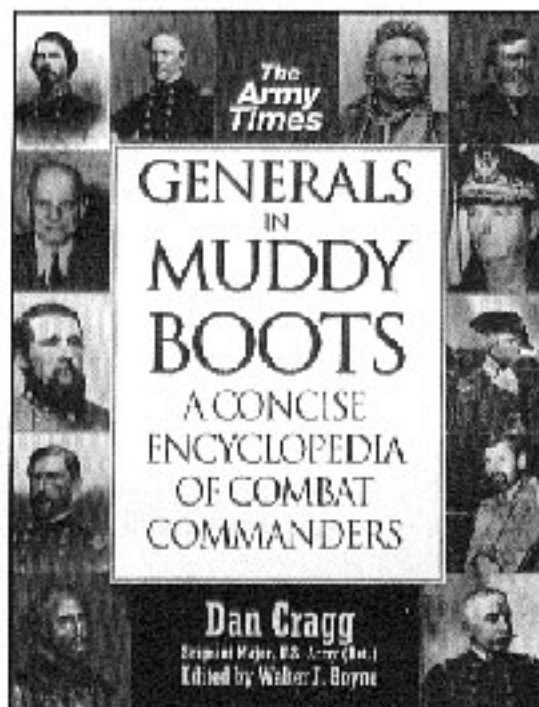
Both PT and marksmanship should count toward promotion

The comments (*Spring 96 Letters to the Editor*) of SGT Davis (what shooting Expert on the rifle range had to do with an E-7 leading troops) and SGT Thompson's remarks (that quality NCOs exceed standards, including PT), prompted me to write. They said for anything to mean a damn, it has to count for promotion.

Our battalion this year devoted three drills to marksmanship qualification instead of the usual one. Since the direct fire of a rifle gets to its target a hundred times faster than the indirect fire of the artillery, the further that rifle fire can reach, the better; and for any emphasis on it to count...the E-7 shooting Expert is also going to have to count.

*SGT Roger K. Fike
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Book Reviews



Author Dan Cragg is a retired sergeant major who served 22 years in the U.S. Army, 5-1/2 years in Vietnam.

A book is first a social act, a product for the public, only secondly is it a personal statement. Generally, you will search in vain for the perspective of the senior enlisted man himself on the role and acts of the architects of strategy;

seldom do the *doers* become the *appraisers*.

The author examines commanders who fought alongside their troops, from farthest antiquity through the conflict in Vietnam. The 300-plus selected leaders are culled from both famous and lesser-known figures. All demonstrated outstanding leadership qualities, cared for the lives in their charge, displayed bravery under fire, had good luck, were plain-spoken and knew something about how to win a fight.

This 196-page reference will be a boon to the busy student of military history. Cragg's sensitivity to a commander's concern for his troops—making sure they aren't committed to battle without having obtained every possible advantage for them—permeates the book and will appeal to both the young and members of the "brown shoe" generation.

This book, reviewed by J. Michael Brower, an analyst with the Office of the Administrative Assistant to the Secretary of the Army, sells for \$29.95 and was published this year by The Army Times Publishing Company, New York.